

EXECUTION OF SELECTION PROCESS IN REGULAR AREA OF INDUSTRIAL APPLICATION WITH ITS CURRENT FEATURES FOR MANUFACTURING ENHANCEMENT IN SMES

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ABSTRACT

In the current scenario, selection of right workers and suppliers in the manufacturing industry is an exigent activity. Selection of supplier and worker is the method of formatting the appropriate workers and suppliers to provide the right quality of products with right quantities, at the right price in the right time. Area of application describes to the premises in which the problem of worker and supplier selection was defined and relevant criteria, alternative and environment are considered. The objective of this research is to study the execution of selection processes in the regular area of industrial application with its current features for enhancement of manufacturing. The electronic selection process is under use in the internet technology to match the people for the right jobs and right suppliers. It is about advertising requirements on either in general sites or in concerned industry websites. At the very basic level it is particularly effective in getting a high level of response. While it may generate more than hundred applications and quotations than traditional print advertising, simply attracting more candidates and suppliers is only part of the work. The internet has become the major source of potential for material suppliers and job seeking candidates. Well known as online selection process or e-selection process, which reaches a large number of people and can get immediate feedback. This article also highlights the current features in the selection process of industrial area of applications.

KEYWORDS: SME, Selection Process, Industrial Applications, Manufacturing Features & Workers

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INTRODUCTION

In the global competitive manufacturing atmosphere, customer satisfaction with the goods having better quality, product variety and lesser cost is an exigent task. Enhance in flexibility is required to remain competitive and respond to the fast changing market. Therefore, selection of worker and supplier is a major risk in the supply chain management. Selection of workers and suppliers is a most essential mechanism of purchasing function for an industry. Earlier there are several techniques have been proposed to solve the worker and supplier selection problem, such as the linear weighting techniques, the analytic hierarchy network process and mathematical programming techniques. E-Selection is the process of personnel selection using electronic resources in a particular internet application. Industries and selection agents have moved much of their selection process online, so as to improve the speed by which candidates can be matched with live vacancies. Using database technologies and

online job advertising boards and search engines, industries can now select the right raw material supplier and select the right candidate in a fraction of the time is possible. An online e-selection system may potentially save the employer time as usually they can rate the e-candidate and supplier with several persons in human resource and material purchase review independently [1-4]. Selection agencies also use a method of e-selection by using cloud based software as a service (SaaS) where there are several online offerings for ready to use selection software. The real strength and power of online selection when carried out properly lie in harnessing internet technology to not just attract candidates but to deal with them too. In this sense it is also about streamlining the selection process, hence busy HR departments and purchase departments can give a better selection service to their colleagues in finance, marketing, sales and manufacturing. In addition, it frees up more of their time for more value-added tasks. There are many benefits by recruiting online like a wide geographical reach, speed, lower cost, automating the process, interaction with the candidates and candidate information can be held on file. For companies needing to recruit staff to quickly handle the extra work, cover sickness, leave or other staff shortages, the option to advertise, select and appoint people typically within 48 hours is a huge bonus. The lower cost of e-selection may be surprising, but technology in online selection is not expensive. By saving on time, design and print costs and targeting precisely the best sites for the best raw material supplier and workers, online selection is a very cost-effective option [5-7]. The pre-selection process can be tailored based on individual industry requirements and its manufacturing applications. This way, you can sift and sort candidates and suppliers who meet your exact needs. Automating the application process also gives a level playing field to all candidates and suppliers, whether they come directly to the industry site, via a selection consultant or in response to a print advertisement. For many large industries, achieving consistency of handling candidates across many branches or regional offices can be a problem: online selection solves it [8, 9]. Even though, there are many lean tools available to increase the overall manufacturing output of the industry, without right employees and material suppliers it is impossible to attain the goal of the manufacturing industry [10-14]. Fortunately, recruiting technology vendors are here to help and this segment of the technology sector is full of innovative young companies eager to help customers add speed and efficiency to every aspect of the selection process social network and building talent communities to simplifying and streamlining the application for future processing.

SELECTION PROCESS IN SMALL AND MEDIUM SCALE ENTERPRISES

There are huge numbers of literature studies which have taken place to occupy various methods in material supplier and worker selection. There are so many research scholars were proposed many techniques for material supplier selection and worker selection with limited criteria. They applied the intuitionistic fuzzy sets to describe the fuzzy natural words to explain the individual decision values and the weights for criteria and for decision makers [15-19]. Selection processes are two vital stages of the staffing process in any large or small scale industries. Selection takes place after the determination of manpower requirement for an organization and focuses on identification of sources of requisite manpower to attract adequate numbers of prospective employees. Selection of suppliers and workers precedes the selection process and is considered as an important managerial task. The success of an organization is dependent to a large extent on the effectiveness of its selection process in recruiting employees who have caliber to provide high performance to achieve the desired organizational objectives and right suppliers of raw materials [20-24]. Selection policy is the key to a successful selection program as it includes guidelines to be followed while recruiting the staff. Centralization or decentralization of the selection policy, selection of staff internally or externally, identification and selection of high potential employees, selection of sources of selection and evaluation of selection program are essential for development of a sound selection policy [25-27]. In case of selection, techniques and procedures employed in selection process determine its effectiveness.

Though the process of selection and selection is present in both small and large scale enterprises, but the degree of formality and systematic approach in implementation of these practices differ. In contrast to large scale industries, small scale enterprises have less concern towards these selection practices. Lack of resources coupled with ignorance and scarcity of efforts leads to the difference in the implementation of selection and selection practice or in some cases non existence of these practices too [28-30]. The assumption that smaller industries offer a less formal, more personal and close working environment is also questionable. Also it has been found that the quality of employment and procurement of raw materials in small scale industries is lower than the larger enterprises.

MERITS AND DEMERITS OF E-SELECTION PROCESS

The advantages of e-selection process are lower costs to the organization and also posting jobs online is cheaper than advertising in the newspapers, no social network, reduction in the time for selection, facilitates the selection of right type of people with the required skills, improved efficiency of selection process, online selection helps the industries to weed out the unqualified candidates in an automated way and selection websites also provide valuable data and information regarding the compensation offered by the competitors etc. which helps the HR managers to take various decisions like promotions, salary trends in industry etc.

Apart from the various benefits, e-selection process has its own share of shortcomings and demerits like screening and checking the skill mapping and authenticity of millions of resumes is a problem and time consuming exercise for industries, there is low Internet penetration, no access and lack of awareness of internet in many locations across India, industries cannot depend solely on the online selection methods and in India the employers and the workers still prefer a face-to-face interaction rather than sending e-mails.

CURRENT FEATURES OF E-SELECTION PROCESS

Speedy Communication

The company and the prospective raw material supplier and employee can communicate with each other via the blogs. Thus blogs, podcasts, vodcasts are being considered a tool of e-selection. No more process can be blamed for being one way communication like mails, faxes only being speedy as done electronically. Podcasts are the services of digital network files and vodcasts are the video podcasts.

Material supplier and Candidate's Preference

History states that employers had the privilege to be selective in the hiring process, especially in screening applications but were not always fair. Because of the time constraint, it was not possible to go through all the applications. Today the supplier and candidate can choose their employers as not only the financial state is known to them but also the culture is known. Applying to the organization will no more be influenced and it should be only by the image.

RSS Feed

Job boards are embracing rich site summary (RSS) feed. Hot jobs, google deserves special mention and google offers one to upload the jobs on google base even when one does not have their own site. RSS can be read using software RSS reader and it is a family of web feed formats use to publish frequently updated works such as blog entries, news headlines in a standard format. The recruiting process can be optimized up to 20% through social networks and companies should consider this strategy, if they had not implemented earlier. Similarly, about 74% of online adults use some form of

social networking site as on January 2014 which is about 66% increase since 2005. Social network networks have already been adopted by about 92% of the companies in the United States of America, about 93% of those are found in LinkedIn, about 66% found in face book and about 54% found in twitter. These companies are actively searching for young talent. Companies are finding themselves in a tougher talent competition than they have in previous years, and they are already taking actions to reduce the risks. There has been an 85% increase in recruiting activities via social network since 2007. It was found that the top three external challenges for selection today are demographic change, lack of skilled workers and social network [31, 32]. These implications affect all industries like engineering, health, IT, business, etc. It is likely that this study included small-medium enterprises that have no internet work competitors who are already visible in social network engagement.

Criteria for Effective E-Selection Process

- E-selection process is much beneficial for selection procedure. Thus to make the process effective, the industries should be concerned about various factors. Among them most important are return on investment (ROI) should be calculated to compare the costs and risks. It facilitates to evaluate benefits and to calculate the estimated return.
- Selection policy should be flexible and proactive, to adapt market changes. The companies will have their own mix and match sources according their objective. The guidelines to be provided in the policy.
- Unemployment rate, labor turnover rate are considered. As the whole process depends on the availability of candidates in the market. For every post, position it is not viable to spend too much of time. These rates will determine whether to be stringent or lenient.
- Impact of supplying compensation details to be considered. That is the wage, salary, benefits, when disclosed on line then it should follow the legal norms. Chance for negotiation will not be there. The compensation rate of the company not only reaches the candidates, but will be known to all.
- Precautions to be taken for resume screening. Words that discriminates gender, age, religion, etc. to be avoided. For an example, 'recent' college graduates only in an advertisement are not preferable.
- Review the results periodically and also update regularly to achieve a better result. Otherwise pool of candidates will remain static and will not serve the purpose.
- Industries need to selective while choosing the sites. It refers to whether it is required to be given to the job search sites like www.monster.com or in their own site. When special skill candidates are searched, then generic job search sites to be avoided.

Yield Pyramid Technique

The process of selection cannot stand without a proper estimation and proper plan. It is required to calculate the number of input applicants to be generated to hire the required number of employees. The illustration of DESSLER makes it clear that, a company knows it needs 50 new entry level accountants next year. From experience, the firm knows the ratio of offers made to actual new hires is 2 to 1 and about half the people to whom it makes offers accept them. Similarly, the firm knows that the ratio of candidates interviewed to offers made is 3to 2, while the ratio of candidates invited for interviews to candidates actually interviewed is about 4 to 3. Finally, the firm knows that of six leads that come in from all its recruiting efforts, only one applicant typically gets an interview. Given these ratios, the firm knows it must generate

1200 leads to be able to invite 200 viable candidates for interviews. Thus the following Figure 1 pyramid shows the different ratios of e-selection. The representation of evaluations of the selection procedure since 1990 is shown in Figure 2. Where, A-New Hires, B-Offers made 2:1, C-Candidates interviewer 3:2, D-Candidates invited 4:3 and E-Leads generated 6:1. E-selection facilitates by increasing the lead generation number. Thus 1200 can increase to 2000 and the ratio of estimation can be more accurate.

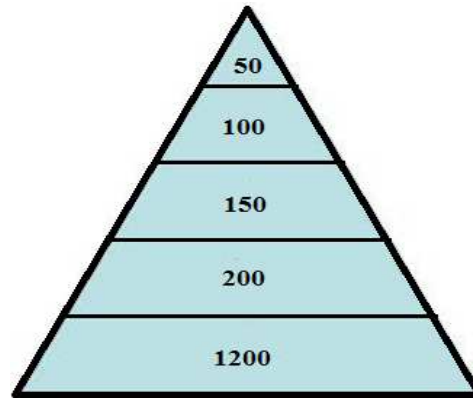


Figure 1: Ratio of Candidates Interview

(Source: Human Resource Management, Gary Dessler, 9th edition, Pearson Education, 2005)

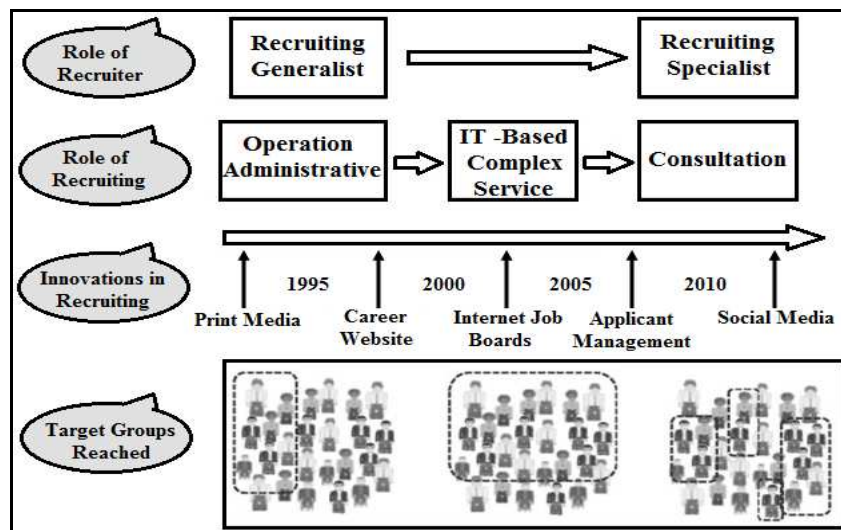


Figure 2: Innovation Developments in Selection Process Since 1990

(Source: Recruiting Trends- A10 year review-2012)

From a study, it was noted that the shift is how industries use technology to connect with raw material suppliers and job seeking workers reflects a broader effort to make the application experience less frustrating. For years vendors have focused on how they can make the recruiter's job easier and more efficient. But as the demand for talent quickly outweighs supply for many critical roles, vendors have shifted their thinking. A big part of this transition is occurring through the adoption of mobile selection applications and mobile-optimized career pages.

CONCLUSIONS

This case study reveals a logistics outsourcing problem of tinned foods in which the criteria such as cost, operating efficiency, and service quality and technology level are taken and a pairwise comparison is drawn.

The e-selection process and its current trends and also how the selection process evolved from the paper based process to the modern selection process. Based on the study and analysis the following were observed.

- By choosing the best worker and supplier, the industries can increase their productivity and also competitive advantage.
- Traditional selection cannot be completely erased from the system since there are still industries that actively take part in their requirements placing advertisements in newspapers and even word of mouth and referrals remain highly important.
- Social network and the mobile applications, undoubtedly shorten the application cycle. This does not affect the selection process as potential employees are quick to respond to advertisements and they are able to feel confident and understand the technology used by selected websites.
- The selection process still processes through all of the stages in e-selection, same as one who applies by the traditional means and methods.
- In a global level technology is constantly growing and improving, one can predict the selection process becoming more digital and less personal interactive. This could influence shorter selection process, shorter application cycle and less administration for recruiters.
- In the future, selection of raw material supplier and right worker in a manufacturing industry ANN, AHP and Fuzzy Logic may be used.

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